



## **HHS Circular C-053**

### **Cross-Division Coordination**

#### **Purpose**

To establish the Cross-Division Coordination (CDC) function for each Health and Human Services (HHS) agency and division, define the roles and responsibilities of CDC functions, and identify connections between CDC functions and the Transformation and Policy & Performance divisions. As a result of establishing CDC functions, this circular will help build a cohesive, system-wide approach to breaking down "silos" through improved coordination of client services and administrative services across the HHS system, and to develop a culture of continuous improvement within the system.

#### **Background**

In 2003, the 78<sup>th</sup> Texas Legislature approved House Bill 2292, consolidating 12 HHS agencies into five. In the ensuing 10 years, the HHS system worked to provide services under this streamlined model. However, after concluding its review in 2014, the Sunset Commission reported that the vision of House Bill 2292 was not complete.

The Sunset Commission found that problems still existed within the system both operationally and in how services are delivered to clients, including:

- Systematic design problems blur accountability and prevent effective governance of the HHS system;
- Lack of a centralized area to oversee system-wide performance in the organization;
- Continued fragmentation of like services and functions within the current system; and
- An organizational structure that is not effective in gaining functional efficiencies.

Based on the Sunset Commission's recommendations as well as public and legislative input, the 84<sup>th</sup> Texas Legislature enacted Senate Bill 200 which further consolidates the HHS system in a two-phased approach – consolidating client services and most administrative support services in phase one, and consolidating regulatory functions and state operated facilities in phase two.

The Legislature recognized that simply consolidating the HHS system would not solve the issues identified by Sunset. There needed to be a focused effort above and beyond the system's daily work to ensure the new HHS structure progressed to overcome the reported issues. Because of this, another key component of Senate Bill 200 was to create a high-level office to develop a performance management system, coordinate policy responsibilities, and implement program and policy improvements for the system. HHSC created the Transformation and Policy & Performance divisions to carry out these responsibilities, and the CDC function is an integral part of fulfilling the purpose of Senate Bill 200.



Through the workgroup process that helped develop the new HHS structure, staff saw value in also establishing these functions to address programmatic initiatives and operations in each HHS agency and division.

## References

- Texas Government Code, Section 531.0083 – Establishes Policy and Performance Division
- *HHS System Transition Plan*, August 2016 – Establishes Cross-Division Coordination functions

## Directive

This circular applies to the HHS agencies, programmatic divisions, and administrative support areas listed below.

- Texas Department of Family and Protective Services
- Texas Department of State Health Services
- Inspector General
- HHSC Medical & Social Services Division
- HHSC Regulatory Services Division
- HHSC State Operated Facilities Division
- HHSC Financial Services Division
- HHSC Information Technology Division
- HHSC Legal Services Division
- HHSC Procurement & Contracting Services Division
- HHSC System Support Services Division

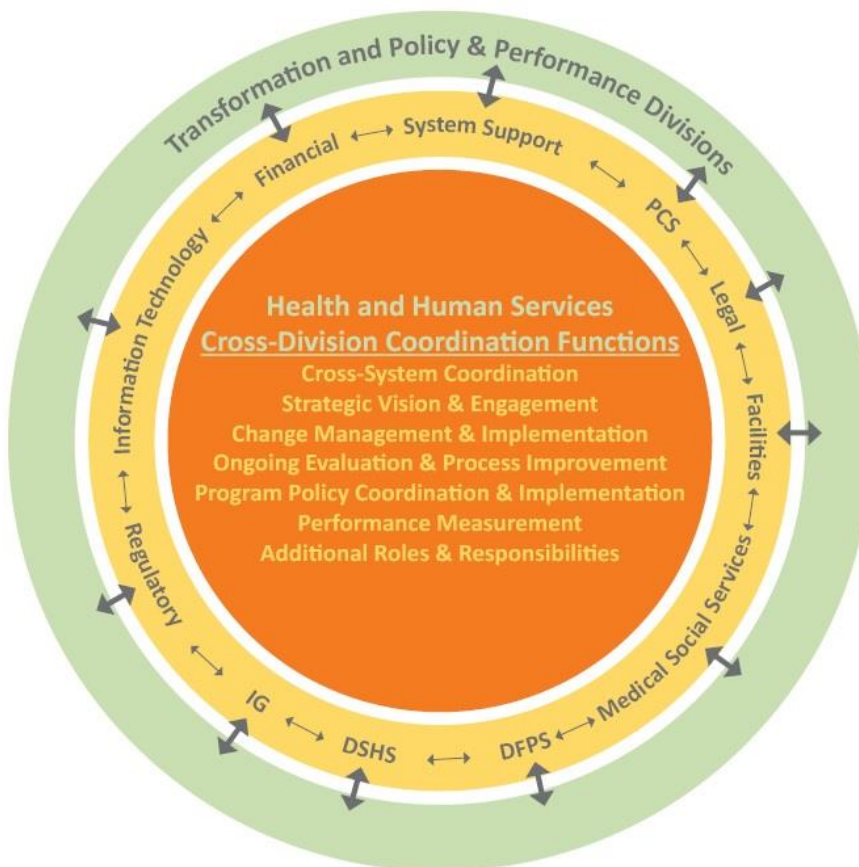
## Policy

CDC staff report directly to Executive leadership for their respective agency or division, but work in collaboration with other CDC functions across the HHS system and the Transformation and Policy & Performance divisions. Executive leadership for areas identified in the Directive section of this circular have flexibility in determining the structure and staffing needed to fulfill the CDC function. While CDC staff may provide limited additional services that are unique to the agency or division they support, Executive leadership is responsible for dedicating resources and identifying staff necessary to fulfill the baseline responsibilities for CDC.

Staff assigned to perform CDC's baseline services must possess career experiences and skills that align with the responsibilities outlined in this circular. CDC staff should be transcendent, "big picture thinkers" who are able to identify how problems or opportunities in their area can impact

or benefit the HHS system as a whole, as well as be able to identify opportunities for system improvement.

The chart below provides a visual illustration of the coordination that occurs between the different CDC functions, as well as with the Transformation and Policy & Performance divisions. Although not represented in the chart, coordination of cross-system initiatives can, and often does, occur with HHSC's External Relations Division, HHSC's Internal Audit Division, the HHS Office of the Ombudsman, the HHSC Chief of Staff, HHS System Budget and HHSC senior policy advisors.



### Baseline Responsibilities

To ensure consistency across the system and to fulfill the intended purpose of the CDC function, each CDC is required to perform the baseline activities outlined in this circular. However, as discussed later in this circular, executive leadership has the flexibility to assign additional responsibilities that target improvements within their agency or division.

The most basic, yet essential, responsibility of CDC is to coordinate with other CDC functions, as well as with the Transformation and Policy & Performance divisions, in order to connect programs and services across the HHS system. CDC functions also work collaboratively to coordinate improvement projects and initiatives for the system. The Transformation Division pays special attention to forming and monitoring cross-functional efforts that are necessary to improve coordination of services, and provides support and oversight of CDC activities as appropriate. The Policy & Performance Division coordinates implementation of transformation projects and other improvement initiatives with the Transformation Division and CDC staff.

The matrix below illustrates the coordination that occurs between CDC functions and the Transformation and Policy & Performance divisions in performing the baseline services outlined in this circular.

**Cross-Division Coordination, Transformation Division, and Policy & Performance Division Roles and Responsibilities**

	Transformation Division	Policy & Performance Division	Cross-Division Coordination
Cross-system coordination	✓	✓	✓
Strategic vision and engagement	✓		✓
Change management & implementation	✓		✓
Ongoing evaluation and process improvement	✓	✓	✓
Program policy coordination and implementation		✓	✓
Performance measurement		✓	✓

\* Transformation and Policy & Performance are responsible for additional roles that are not listed in this matrix.

### *Strategic Vision and Engagement*

The Transformation Division, in working with the Policy & Performance Division and CDC, supports executive leadership in developing and communicating a strategic vision that guides system actions towards a sustainable future of constant improvement with assistance from CDC. Transformation guides and coordinates transformation projects and other improvement initiatives to ensure the system is achieving a sustainable strategic focus. CDC staff work with Transformation to develop goals and initiatives that deliver on the system's vision as articulated



by the HHSC Executive Commissioner. CDC also helps their executive leadership develop a vision for their agency or division, and for ensuring improvement initiatives to enable their agency or division to achieve its established vision.

#### *Change Management and Implementation*

Change management is the process, tools and techniques to manage the people side of change to achieve a required business outcome. CDC staff work with the Transformation Division to implement change management across the HHS system, as well as within each agency and division. The Transformation Division applies a structured methodology and leads change management activities to ensure successful realization of the system's vision and goals. CDC and the Transformation Division work to build change management as a system-wide core competency by establishing best practices and approaches that each agency or division can deploy for high impact changes. CDC also supports change management strategies to help accelerate continuous improvement within their agency or division.

#### *Ongoing Evaluation and Process Improvement of Operations*

CDC staff work with the Transformation and Policy & Performance divisions to create, implement, and monitor improvements to operational processes and policies. The Transformation Division provides consultative assistance to CDC staff, as well as program evaluation and process improvement expertise, both generally and for specific transformation projects. While it's the Transformation Division's role to evaluate system issues, CDC staff evaluate issues and initiate improvement projects unique to their agency or division. CDC staff identify best practices, innovations, and efficiencies to improve the delivery and oversight of services for their agency or division. In addition, CDC functions collaborate with each other, as well as with the Transformation and Policy & Performance divisions, to share ideas on how to improve service delivery.

#### *Program Policy Coordination and Implementation*

CDC staff track and support program and administrative areas with the implementation of major policy and rule changes. CDC staff also coordinate major policy and rule changes with each other so that these changes align with executive leadership's vision for the system.

#### *Performance Measurement*

CDC staff develop and evaluate performance measures for their respective agency or division. The Policy & Performance Division provides consultative assistance to agencies and divisions when developing performance measures and goals. CDC staff use established measures to evaluate program performance, identify performance trends and issues, and monitor and track performance data included in quarterly business reports. CDC staff also escalate performance issues to executive leadership as appropriate.

### **Meeting Forums**



Regular communication and coordination between HHS agencies and divisions is critical to moving the HHS system towards its strategic vision. To achieve this result, the Transformation and Policy & Performance Divisions facilitate a monthly meeting with all CDC staff to provide updates regarding transformation projects and improvement initiatives, plan coordination regarding those projects and initiatives, and share best practices for addressing any performance issues identified. Additional meetings may occur on an as-needed basis to accomplish system objectives.

### **Inquiries**

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